

12 July 1974

MEMORANDUM FOR: Acting Director of Personnel
SUBJECT : Personnel Development Program

1. Herewith a brief recap of the Personnel Development Program history and the status of the FY 75 PDP.

25X1A9a A. Ex-Dir/Compt memo of 27 September 1972 to the DD's discussed a PDP to be prepared in two sections -- Section I, Development of Executives and Pre-Executives; and Section II, Personal Development of Employees in Grades GS-11 through GS-14. No record of action taken on this memo though [REDACTED] says it was discussed at November 1972 Deputies' meeting.

B. Ex-Dir/Compt memo dtd 3 January 1973 implemented only the Executive Development section of the PDP with the comment that while the initial emphasis would be given to executive development "the suggestions in Tab A also apply to the larger issue of systematic development of able professional officers at all levels ... I therefore request you to discuss ways and means with your Career Service and Office Heads of using Tab A as a basis for generally improving personnel development programs applicable to qualified professionals."

C. DCI Objective for OP:

By the end of FY 1975 to have extended the Personnel Development Program (PDP), as revised based on FY 1974 experience, to include personnel development planning for all professional employees down through Grade GS-09 level.

This objective is interpreted as being meant to apply to all Career Services on basis Director of Personnel is executive agent for the PDP.

D. PASG Recommendations - May 1974

(1) "Objective 7 - Insure that systematic personnel development including rotation of professionals as practicable, is planned and acted upon."

The comments in the Methods of Accomplishment column states that the "PDP needs to be applied in improving personnel development of

professionals generally" and extends the coverage of the PDP "to all professional and technical personnel, GS-09 and above, who have potential for further lateral or vertical development."

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(N.B. This is the one [REDACTED] is objecting to.)

(2) Number 11 of the 16 Authorities:

Establish minimum training standards for managerial positions and for occupational positions or groups when training is considered significant for job performance and employee development."

The comment side addresses itself primarily to training profiles for specific managerial positions and includes comments that training profiles be extended downward and they should be by grade within occupational specialty.

2. Comments on the status of the FY 75 PDP:

a. The draft of the PDP for FY 75 proposes it be prepared in two sections: (1) Executive Development (essentially the same as the FY 74 PDP) and (2) Developmental Profiles. These Developmental Profiles would initiate a program for the professional development of junior officers beginning with GS-09 and extending to GS-14 and GS-15 for individuals not involved in executive development. "Within a Career Service or Career Sub-Group there are homogeneous groups of officers for whom general patterns of training courses and work experience can be established to outline their common paths of opportunity for both the maintenance of professional proficiency and for the general qualifications standards pertinent to various levels of their professional growth." These patterns we call Developmental Profiles.

b. There is a rather extended explanation of what they are, what they are not and how they can be used.

c. This concept is somewhat at variance with the Authority 11 of the PASG which addresses itself to "training profiles" and "by grade within occupational specialty." In the PDP we have expanded the idea to training cum assignment and by function or discipline within a grade grouping ... not the single grade. It might be possible for you to comment at the Management Committee Meeting on this somewhat different approach and to suggest the training profiles, per se, not be made a matter of priority at this time until decisions are made and final PDP guidances are published.

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d. The PDP in a sense evolves from the PASG recommendations, albeit it came first, but as we focus on the various ways of developing a practical and useful as well as meaningful PDP, we are coming up with slightly different approaches to ways of implementing certain of the objectives or authorities.

[REDACTED]
Review Staff

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FY 1975 PDP

FROM:

Chief, Review Staff/OP
626 C of C

EXTENSION

3465

NO.

DATE

24 July 1974

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DD/Pers/P&C

2. Director of Personnel

5 Aug 1974

3. Chief Review Staff

4. 626 C of C Building

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This is our final draft of the FY 75 PDP package. It includes a memorandum for the Director's signature announcing the Program for this fiscal year, an attachment explaining the concepts of the Program in greater detail, and examples of the Executive Development charts and report forms.

The Developmental Profiles which make up Section II of the PDP are new this year and are introduced in considerable detail. This is a departure from the initial proposal to begin immediately Agency-wide with the preparation of individual developmental plans for all professionals grade GS-09 and above. The preparation of Developmental Profiles in the manner described will substantially reduce the initial workload impact on the Career Services. It will also enable them to sort out their personnel development objectives so as to provide a sound framework for planning and evaluating the development of their individual employees.

As indicated in the Director's memorandum, the formats for statistical reports and the charts will be distributed directly to the senior personnel representatives of each Directorate. The report forms have been revised to include an achievement line for reporting actual accomplishments during FY 74.

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Chief, Review Staff